

# **Hydropower Community of Practice or Business Line or both ? what's the way ahead ?**

**Hydropower CoP  
Denver, CO  
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HQUSACE**

## From Curt Loop of NWP

“There are things we know that we know.

There are known unknowns – that is to say, there are things that we now know that we don't know;

But there are also unknown unknowns – things we do not know that we don't know.

“So when we do the best we can and we pull all this information together, and we then say well that's basically what we see as the situation, that is really only the known knowns and the unknown unknowns.

And each year, we discover a few more on those unknown unknowns.”

**Donald Rumsfeld  
Secretary of Defense  
November 2003**



## 1 year as Chief of Ops some observations

- Major Rehab Program stalled
- Budgets getting tighter
- Infrastructure getting older
- Crises growing more severe & more frequent
- Focus on infrastructure fragmented
- Tension between taking care of existing footprint & new missions
- Collaboration harder than it looks
- Sense of urgency is picking up in our corporate leadership
- Fully integrated vertical teams on infrastructure essential
- Learning on risk management essential going forward

**Bottom line – if not us who ? If not now when ?**

## Hydropower CoP-observations

- Much progress being made
- BPA-COE more than a direct funding arrangement
- We must bring lessons learned from NW into other areas
- Hydropower work in SWD w/SWAPA very promising
- Encouraged by agreement in Upper Missouri....a start
- Encouraged by progress in SEPA on agreements
- Working strategically on direct funding but Congress not Supportive
- Asset management must be applied to hydropower function
- FEM-Maximo will be used in our hydropower plants
- Must address prioritization and level of funding
- WRDA initiative
- CoP Leader status

**Good things are happening**

## Hydropower CoP-observations

- Much progress being made

- We need a charter for your CoP
  - Who is on it ?
  - What are your roles & responsibilities ?
  - What are your priorities ?
- I want CoP to address Business Line Management
- I want CoP to address Hydropower training, policy, planning, capable workforce, asset-management

The success of this CoP is a KSF for the Corps

## Hydropower CoP-observations

- BPA-COE more than a direct funding arrangement

- Key strategic relationship & partnership
- Must learn from what NWD, BPA, and BOR are doing
- Hydropower funding must be tied to performance
- Northwest is driving forward on performance metrics
- Example is set that Hydropower CoP ought to include folks from the PMAs & preference customers

BPA-COE relationship is a model..how do we use it?

## Hydropower CoP Challenges

- Challenges that we must address

- Charter....organize the CoP
- Agreements for bringing in rate payer \$
- Direct Funding.....WRDA option
- Policy development
- Budget business process
- Performance metrics
- Asset management
- Partnering w/industry
- Role of R&D support
- Role of HDC
- Power plant operators capable work force
- Competitive sourcing

Shaping the Corps for success

## Hydropower CoP @ HQUSACE

- Will maintain GS-15 position for Hydropower CoP but will have Asset management/infrastructure role.
- Brent Mahon will come on for temp 120 day in mid-Sep
- Hiroshi will retain role as BLM in support of Barry Holliday through 06 OMB submission.
- Hydropower CoP is key to driving us forward within the business line.....will look to CoP for answers & input.
- Must become more active in policy arena through the CoP.

Chief of Ops must put emphasis in this area

**Let's Dialogue...where  
do we go from here ?**

### **Hydropower CoP**

**•What should we focus on ? What most concerns you  
& what should we do about it ?**

**SWD ?**

**LRD ?**

**SAD ?**

**MVD ?**